

26 Broadway
New York

September 15, 1920

Dear Mr. Speer:

As instructed by Mr. John D. Rockefeller, Jr., there is enclosed herewith a copy of a letter from Dr. A. E. Cory, dated September 1st, with the memorandum therein referred to, prepared by Dr. Poling, Mr. Diffendorfer and Dr. Cory. Undoubtedly, you will have heard from Mr. Rockefeller himself on the subject referred to in this correspondence.

Very truly

Charles A. Floyd's

Mr. Robert E. Speer

Englewood, N. J.

C
O
P
Y

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

September 1st, 1920

Mr. John D. Rockefeller, Jr.,
The Eyrie,
Seal Harbor, Maine.

My dear Mr. Rockefeller:

I am enclosing you herewith a letter which Dr. Poling, Mr. Diffendorfer, and myself are sending to you in answer to your letter of August 25th. We have made it as brief as possible, but in spite of that it has gone into considerable length.

This entire subject is growing upon us all. To put the full possibilities into a single letter we find is impossible. We see the proposed work, not in competition with any organization that may exist, but as a great help and coordinating and cooperating force and as an agency of direction both to the denominational and interdenominational agencies.

We have carefully refrained, as you will note, from any statement as to the scope of the work. I think you will see that because of our recent experiences we must start with thorough investigation, quietly and modestly, but it is my belief that the ultimate possibilities of good are unparalleled.

I personally feel ashamed that I am burdening you with this while you are on your vacation. I sincerely hope that you are getting much rest.

This carries my very great appreciation of the thorough and open-minded way in which you are considering these matters we are presenting to you.

Believe me, I am

Very cordially yours,

(signed) A. E. Cory

C
O
P
Y

INTERCHURCH WORLD MOVEMENT OF NORTH AMERICA

August 31st, 1920.

Mr. John D. Rockefeller, Jr.,
The Eyrie,
Seal Harbor, Maine.

My dear Mr. Rockefeller:

As I intimated in my letter of August 27th, I have called Dr. Poling and Mr. Diffendorfer into conference regarding your letter of August 24th. We have spent several hours over the questions which you have raised with reference to our memorandum. We are glad to amplify our memorandum along the lines you have indicated in your questions, and will do so in order. There is one brief preliminary word.

We believe that any further far-reaching development in this field depends upon a scientific, unbiased, independent study of the present situation among the churches and their agencies. It is our belief that only on the presentation of the facts and after thorough-going experimentation can Protestant cooperation be firmly established and advanced. The conviction with reference to this matter which has been growing upon us for a period of years has been confirmed by our recent experience in the Interchurch World Movement.

Question 1. What is meant by "possibilities of Christian Cooperation in the existent agencies and institutions through the world?" How complete a study is intended? A complete study of this one subject would seem to be a very extensive matter, and I am wondering how much definite information one could get in consultation with the heads of the various organizations involved. Could they speak for their constituents?

- (1) By "possibilities of Christian Cooperation in the existent agencies and institutions through the world" we mean the ways and means by which the various churches and their agencies may undertake cooperative educational, benevolent, philanthropic and evangelistic enterprises at home and abroad.
- (2) It is purposed that this study should include the listing of all interdenominational, undenominational, cooperative and independent institutions or agencies with an investigation of their organization, constituencies, scope of work, methods, costs, weaknesses and results, with a view to sympathetically aiding these bodies to avoid overlapping, to coordinate their efforts and to conduct their work more economically

and efficiently.

- (3) The first approach should always be made to the executive officers of the agency studied. Much definite information can be thus secured, but any thorough-going study would involve direct investigation among the constituencies of the agencies involved.

Question 2. Is the purpose under (2) quite similar to the surveys made in this country both rural and urban under the Interchurch? If not, how would they differ? Would your thought be to take simply typical places to show what could be done, hoping to create a demand for such a survey in all places, or had you in mind to try to complete the surveys so admirably started by the Interchurch Movement?

- (1) Our thought has been not to attempt to complete the Interchurch World Movement surveys as such. These were organized on a nation-wide basis in order to secure the participation of the whole church in the Interchurch World Movement.
- (2) The surveys proposed would differ from the rural and urban surveys of the Interchurch World Movement in that the survey approach would be to the community as a whole and not to any one interest, missionary, educational, religious, or benevolent, as was the case in the Interchurch World Movement.
- (3) We would propose definitely to study and work out a piece of Protestant cooperation in each of the more difficult fields of church endeavor in the United States, such as work among the Orientals, the Spanish speaking peoples, the migrant groups, negro education, social and recreational work and community service among immigrant peoples. The importance of this is readily seen when it is pointed out that in the foreign field there are being developed union colleges, universities, hospitals, etc., while in America there is not a single outstanding piece of Protestant cooperation of this sort. Already as a result of the beginnings made in the surveys of the Interchurch World Movement, requests have come for surveys and suggestions for cooperative programs. For example: in a town of 1,700 people, (Forest, Ohio) definite request came for a survey and suggestions for a community social center to be operated under the churches. After careful study, a plan and a simple organization were effected and a small financial grant would have led this community in a worthy effort. It was found that no denominational agency could make financial grants to such an institution, for practically all of them, by their charters, can give aid only to denominational enterprises. Since the Interchurch World Movement could not give support to any such enterprise, it has not been undertaken.

What is needed now are experiments in this and similar cooperative enterprises in typical communities in order to create a demand for such surveys and activities in other places.

The possibilities for cooperative social and welfare work in the

lumber camps, the harvest fields and other untouched centers of seasonal labor, are hardly second to the welfare opportunity among soldiers and sailors in the recent war. Furthermore, these groups are important factors in basic industries in the United States and are today the sources of much of our unrest.

The Interchurch World Movement surveys, because of denominational control, were not able to show the evils of over-churching, the weaknesses of denominationalism and its inadequacy to meet the moral and spiritual needs of the community.

Question 3. Is this intended to be generally speaking a continuation of the Interchurch Foreign Survey?

It is not purposed to attempt to complete the Interchurch World Movement Foreign Surveys as projected, thus covering all the geographical areas. The thought is rather to study the present missionary work in occupied fields with a view to ascertaining what the possibilities are for cooperation. Furthermore, the community approach is as important in China as it is in Ohio. In the foreign field institutional cooperation has been begun, but the unoccupied fields offer a unique opportunity for independent and original demonstration. We cite Tibet as an instance, the interior of which has just been entered.

Question 4. This is an important item. How would you think the subject could be approached with promise of success?

After thorough investigation and in conference with the institutions and agencies concerned, a budget could be made up representing the needs of the enterprises found worthy of support. This budget could then be presented to groups of people throughout the United States in a definite appeal. Our hope of the success of such an appeal lies in the following:

- (1) Our campaign experience in the Interchurch World Movement, notably the meetings in which you participated, shows that there is a strong constituency who are interested in the churches working together in their educational, benevolent, philanthropic and missionary enterprises.
- (2) The news and editorial comments on recent Interchurch developments show an almost unanimous regret at the possibility of the failure of an attempt at Protestant cooperation.
- (3) The fact that outstanding independent Protestant journals, such as the Christian Herald and the Christian Endeavor World, have indicated their willingness to support such a program for Protestant cooperation.
- (4) In practically every denomination there are organs and forces that are now ready to support such a financial appeal.

Further, there are in every denomination, outstanding leaders who would help in every possible way to secure money for such cooperative enterprises. This

is evidenced by the fact, much to be regretted, that outstanding laymen in some denominations feel so intensely at this particular point that they refuse, under present conditions, to make denominational contributions.

Question 5. This is an important item. How would you think the subject could be approached with promise of success?

- (1) Continued and adequate support for cooperative institutions depends upon the study and listing of the individuals and agencies that have an inter-denominational consciousness, including those who have been and are now supporting cooperative enterprises and those who can be interested by the right sort of appeal. Such a list of the total forces in America has never been scientifically compiled.

In conclusion and in considering the proposition as a whole:

- (1) We have not set out to ignore the denominations, but we appreciate the fact that the denominations are not able to save themselves, and that an independent agency is their best servant at this point.
- (2) We do not desire to compete with or to ignore the denominations or any denominational agency, but assist.
- (3) Such a committee, unprejudiced and disinterested, would be a point of contact for all cooperative agencies and a clearing house for demonstrated plans and methods.
- (4) We have studied carefully the method of approach to the various forces and their possible attitude toward such an effort. We feel that when the purpose to reveal the facts and to assist in cooperation is pointed out we will at least have the full support of the forces that believe in cooperation. In case of antagonism, this attitude would form a very valuable part of the findings.
- (5) We feel that the time has come to state definitely the problems and possibilities of Christian Cooperation and to organize an effort to promote and to support cooperative enterprises - an effort without ecclesiastical limitations and hampering traditions. Furthermore, only such an effort will release the latent moral and spiritual forces within the Protestant Church.

While this letter comes to you over my signature, the thought and phraseology have been worked out in conference with Mr. Diffendorfer and Dr. Poling, and have their approval.

We hope that we have answered your questions in sufficient

detail to give you an idea of the plans which we have in mind. Should you desire a personal conference, we hold ourselves in readiness to meet you at your suggestion.

Believe me, I am as ever,

Sincerely yours,

(Signed) Abram E. Cory

August 17, 1920.

Mr. John D. Rockefeller, Jr.,

Seal Harbor, Maine.

Dear Mr. Rockefeller,-

I beg to acknowledge receipt of your letter of August 11th. It was good to see your signature again and to know that you were back in this part of the country.

I have greatly enjoyed my association in these past weeks with Mr. Fosdick and he and I have worked together with great accord. While the work of demobilization, liquidation, and general reduction was absolutely necessary, it was not, as you will readily understand, the kind of work that one enters into with enthusiasm. It was all so different from what we had been looking forward to and planning for only a few months before. I was very glad nevertheless to be of help in this important service.

I have naturally been doing some serious thinking in these months regarding this Movement, trying to discover where we went astray, if indeed we have gone astray, and I confess that up to this moment I am unable to see where we seriously erred, and I have just as much confidence to-day in the principles and ideals of cooperation in Christian work as I ever had. Only by cooperation can we possibly accomplish the great task which confronts the church.

It was entirely right and necessary that we should survey the field both at home and abroad in order to know what the conditions were that we had to meet and the money spent for that work was surely well spent. It was necessary also that we should make known as far as possible to the whole church and to people generally what the results of those Surveys were, through Pastors' Conferences, State conventions, by lantern slides, etc. and the cost of doing such work was also money well spent. I have heard men who are extremely critical and who are competent to judge of the character of advertising say that that part of our work was especially well done.

I am quite well aware of course that some money was wasted in the carrying out of these plans but that after all was not a serious defect. I am aware too that the haste with which we brought together our organization made the building up of a closely knit and efficiently functioning organization difficult, if not impossible, but this was something which could very readily have been remedied by time and was steadily being remedied.

I am no more willing to admit than I ever was the justice of the criticism that our Movement was a materialistic Movement. We have all been keenly conscious always (perhaps not sufficiently so) that no matter how efficient the organization was; no matter how complete our plans and methods of work were, those in themselves were only the tools with which the spirit of God could work.

I cannot think that our failure, or shall I say the limited measure of successes which we attained, was due to any of these things. I am constrained to believe as a result of my thinking that our lack of success was largely due to the fact that the church was not yet ready for a broad cooperative movement of this kind, and we really did not have much cooperation among the denominations. A simultaneous canvass by each of their own constituency was almost the extent of it. And I think the limited measure of success which we attained was due also to the complete change in the psychology of the whole country regarding work for and in behalf of others. The action of our legislative bodies regarding the League of Nations seems to me to be a part of the same big slump in ideals from which we are now and have been suffering for some months.

But if the principle of cooperation in Christian work is right, and neither you nor I have any question about that, it is bound to succeed in the end and we must not allow the temporary set-back which we have had to dampen our ardor or lessen our courage in carrying forward this ideal. I regard the present situation in which we find ourselves just as I do a detour on the road when one is out for an automobile ride and finds the main highway closed for some reason. We leave the main road and travel over what is sometimes a very uncomfortable piece of road for the purpose of getting back on the main road again and reaching our destination. I think this is practically what we are doing now with the Inter-Church World Movement. If the church is not ready for a broad, cooperative movement, one way, and perhaps the only way it can be made ready, is by stepping out and making a try at it as our Movement did. By repeated efforts, taking good care of course to learn by experience of the past, the church will finally learn the secret and the strength of cooperative effort.

I read with very great interest Dr. Watson's memorandum written to you from the "Kroonland" and find myself in very close accord with him in the suggestions which he makes. By the way, I regard him as one of the sanest and strongest of our church leaders.

The matter of the personnel in the leadership of the Movement in the coming days, is, as Dr. Watson says, of supreme importance. If the matter of cooperation, - learning to plan together and work together by the Christian church in North America, - is of the importance that I believe it is, it demands and can command the strongest leadership to be found in the church. In the early days of the Movement when its policies were being formed and its plans being made, there was in its leadership a preponderance of men who were peculiarly idealists and visionaries (I use these words advisedly and not in any derogatory sense) and not enough of men who were of the conservative, practical type. Both of these elements are necessary to the success of such a Movement, one perhaps as much as the other, but the best results can be obtained by having a balance of these two. We could never have succeeded in launching the Inter-Church World Movement if it had not been for a man with the vision of Dr. Taylor.

It may be that it is futile to think of it but I have been nursing the hope for some time past that we might secure a man like Robert Speer to take the place of Dr. Taylor. I do not believe, by the way, that it would be possible to call Dr. Taylor into a place of leadership again at this present time, much though I love and admire him. I think the church will demand a man of more conservative temperament and I believe that Dr. Speer will command the confidence and respect of all the denominations. I have made this suggestion to Bishop Nicholson, who, as you know, is Chairman of the Committee of Fifteen appointed at the meeting of the General Committee in July to prepare re-organization plans; and a number of other people have since spoken to me expressing the hope that we could secure Dr. Speer for this place. I wonder how this would appeal to you.

The Movement is to be congratulated that at this time it has a man of Bishop Nicholson's clear thinking, sound judgment, and fine Christian spirit to act as Chairman of the Re-organization Committee.

I have made this letter too long already and I will not therefore take time to refer to any of the things which we have been doing in the last two or three months, especially as I know you will hear about it all from Mr. Fosdick.

With cordial regards, I am,

Yours very truly,

(Signed) James M. Speers.

The Eyrie
Seal Harbor, Maine.

August 21, 1920.

Dear Mr. Speers,-

I have read with deep interest your letter of August 17th, for which I thank you.

As I have reflected upon the work of the Inter-Church Movement, my feeling has been that its lack of success was chiefly due to two causes: (1) the unprecedented rapidity of its growth and development; (2) the large scale upon which it was planned.

You will recall that in our early talks about the work, long before I became interested actively in it, I told you of my fears as to the outcome if so many different organizations were taken in at the beginning. My thought would have been that the Foreign Mission Boards might first have gotten together and developed a co-operative enterprise, and when that enterprise was well established and had earned for itself public confidence, the Home Missionary Societies might have been taken in, and so on step by step until other lines of activities could have from time to time have been added. But starting with so vast a number of organizations and interests necessitated a much larger and more complicated organization, program and expenditure than would otherwise have been necessary at the outset.

If the beginnings had been smaller and the growth more gradual, the organization would have been more soundly constructed and the method of operation and the program of work would have been more slowly developed.

Perhaps I hold this view because the development of new things which originate in our own office has always been along these slower and more conservative lines.

Of course I recognize on the other hand the difficulty of going slow when so many organizations were desirous of participating in the Movement. I recognize that to have denied various groups admission would have been to have alienated interests and to have dampened the spirit of cooperation. And yet in spite of these facts, my natural instinct is so strongly inclined towards slow development, strong foundation building and gradual extension that I should personally have been inclined to take the chances of disaffection which might have resulted from the exclusiveness at the outset rather than to have run the risk of the possible dangers of the other course.

As to the leadership for the future, I quite agree with you that conservative leadership is eminently desirable, and while I had not thought of Mr. Spear for such a position, your suggestion strikes me most favorably. I well recall that he put himself on record on various occasions in the Executive Committee meetings as favoring a conservative policy, and I believe he is generally trusted and has the confidence of Christian people of the various denominations.

** ** * * * ** ** **

Very sincerely,

(Signed) John D. Rockefeller, Jr.

To Mr. James H. Speers.

- C O P Y -

August 18, 1920.

Rev. William Adams Brown, D. D.,
The Tree Tops, Seal Harbor, Maine.

My dear Dr. Brown,-

I remember some months ago when I met you, I think at a meeting of the War Work Council of the Churches, you suggested with reference to the Federal Council of Churches that that could become a great and very useful organization if it were headed up by such a man as Robert E. Speer. This is not perhaps just the point of view from which the matter was approached, but I think the thought which you had in mind was that cooperation in work by the Protestant Churches of this country was a big enough thing and a commanding enough task to call for the highest type of leadership such as Robert Speer could give.

Perhaps it was your suggestion that made me think of it but I have been wondering in these recent weeks, in which I have been giving much time to demobilization of the Inter-Church World Movement and carrying more or less responsibility for the conduct of its affairs until the Re-organization Committee which has been appointed is ready to make its report, whether there would be any possibility of our forming one great cooperative organization out of the Inter-Church World Movement, the Federal Council of Churches, the Home Missions Council, and the Foreign Missions Conference, with Robert Speer at the head of it.

I know of course how closely wedded Dr. Speer is to the foreign missionary cause and how absolutely essential he seems to be to the work of our Presbyterian Board of Foreign Missions but I know also how keenly interested he is in cooperative work because he appreciates what a value a united Protestantism would have in the promotion of the work of the Kingdom, and I am wondering whether if it were possible to form such an organization as I have suggested he would not think this an important enough work to which to give his entire time. I wish I might hear from you at your convenience what you think of such a scheme and of such a possibility.

I may say perfectly candidly that I find very little sympathy for the idea of linking up the Inter-Church World Movement with the Federal Council of Churches as people know it at present. Repeatedly I have had it said to me, "If you want to kill and bury the Inter-Church World Movement, amalgamate it with the Federal Council of Churches," so that what I am suggesting would be an impossibility unless there was the fullest kind of a re-organization and an entirely new leadership.

Very cordially yours,

(Signed) James M. Speers.

The Tree Tops,
Seal Harbor, Maine.

August 21, 1920.

Mr. James M. Speers,

New York City, N. Y.

My dear Mr. Speers:-

Your letter of August 18th has just reached me and opens up a very interesting suggestion. I have long believed that the way out of our present difficulty was along the line which you indicate in your letter and I have been convinced as a result of my two years intimate association with Robert Speer that he is the one man in the country who is competent to be a leader in this enterprise.

What you say about the Federal Council of the Churches contains a measure of truth if by that you mean the existing organization and personnel. But I do not think it is true if you refer to the principles on which the Federal Council is organized and its points of contact with the church bodies which it represents. There are assets here as well as liabilities which must be conserved. I can say this with frankness as I have been one of the most radical critics of the Federal Council and therefore I am the more ready and anxious to emphasize the good which it contains.

I believe, however, there is a body of experience which suggests to us the lines which our future re-organization should take and that these are given by the work of the General War-Time Commission of the Churches. This Commission, of which as you know Dr. Speer was Chairman, was worked out after very great care in order to avoid the very rocks against which the Inter-Church World Movement suffered shipwreck. In principle it succeeded in doing the very thing that the Inter-Church Movement has tried to do though on a very much smaller scale. It created a central organization for cooperative work to which the churches contributed and for which they conducted a joint campaign. It is quite true that the sum of money raised was negligible by our present standards, only some \$200,000. But what is significant is the fact that this contribution to interdenominational work was linked up with the denominational programs of the churches in a way in which it has not been possible for the Inter-Church World Movement as yet to do.

I mention these things only as a reason for my belief that Dr. Speer, whose leadership in our War Commission was so conspicuous, has the wisdom and knowledge to lead a re-organization movement such as no other man possesses.

I should be glad to confer further with you about this matter when I come back to the city next month if there is anything I can do to be helpful.

Yours very sincerely,

(Signed) William Adams Brown.

RECEIVED

- C O P Y -

SEP 7

July 16, 1920
C. R. Watson.

Mr. Speer

S. S. KROONLAND

Some Impressions as to the Inter-Church Movement.

1. The year 1920-21 must be a year of re-organization and of regaining the confidence of the Church. It will be a year of apparent humiliation and arrested development. But for all that I believe the Movement was never so near to being a truly spiritual movement as now. Its apparent strength and wealth had surrounded it with an atmosphere in which many false motives were mixed in with the good to the great disadvantage of the Movement. These false motives and false friends have been scattered and shaken off.

2. In the re-organization it is going to be necessary to carry the confidence at every step of the cooperating agencies. The Movement should bend its plans to the desires of these agencies, with a view to satisfying them and assuring them of its fullest recognition of their authority.

Yet I hope the Movement should not be a mere slave doing chores for the Church agencies in a haphazard way. It should seek to maintain leadership and a creative genius, so that it may hold up a vision and devise methods of cooperation which the churches will respond to and accept.

3. For the immediate future, the Movement may have to derive its resources from appropriations by the Churches, but I hope this will not continue long. It will be a hard way to get money. The appropriations will be made grudgingly because of conservative elements in the Churches and support gained by this method will rob the Movement overmuch of its capacity for leadership and constructive and creative planning.

My thought would be that in the fall - at any rate at some period quite separate from the time of the Church campaigns - the Movement should make its own appeal for its own support. This would enable it to appeal to churchmen of all churches who have an interdenominational consciousness. It would also avoid the impression that moneys were taken away from the Churches.

4. As to the program for 1920-21, naturally it must be greatly reduced. The elements that seem to me most worth continuing are

(a) The Survey in America; yet limited to typical counties and not covering the whole country.

(b) The Conventions of Pastors by States. I count this the most unifying influence the Movement exerted and it is useful for building up a sense of State consciousness and responsibility.

(c) Providing the Machinery for Educating the Church: stereopticons, slides, posters, etc. etc. No church can manufacture these adequately.

(d) Coordinating the Financial Campaigns of the Several Churches in the Spring of the year.

5. As to the Leadership during the coming year, this is the hardest question to solve. A supreme condition is to satisfy the churches and restore confidence. Perhaps the only answer is for the church representatives to speak out their minds on the subject and then canvass the personnel of all the Boards.

ROBERT LANSING, Chairman General Committee
JOHN R. MOTT, Chairman Executive Committee

W B Anderson
FRED B. SMITH, Vice-Chairman
WILLIAM HIRAM FOULKES, Vice-Chairman

GEORGE M. FOWLES, Treasurer
WILLIAM B. MILLAR, Secretary

RECEIVED

NOV 9

Mr. Speer

INTERCHURCH WORLD MOVEMENT
OF NORTH AMERICA
NEW YORK CITY

OFFICE OF A. E. CORY
Associate General Secretary
Director Field Department
45 WEST 18th STREET

S. EARL TAYLOR, General Secretary

November 6, 1920.

Dear friend;

Enclosed are the minutes of the meeting of the Reorganization Committee of the Interchurch World Movement held at 25 Madison Avenue, New York City, on November 3-5, 1920.

In reading the minutes, will you kindly note carefully any inaccuracies particularly with reference to persons present at the various conferences. Some names may have been inadvertently omitted, and I shall be grateful to you if you will report such omissions to me.

Sincerely yours,

W.B. Anderson
Secretary

WBA-RL

To

Mr. Robert E. Speer,
156 Fifth Avenue,
City.

MINUTES OF THE REORGANIZATION COMMITTEE
INTERCHURCH WORLD MOVEMENT

25 Madison Avenue, New York City
November 3 - 5th, 1920.

Wednesday Morning, Nov. 3rd.

The meeting was called to order ten o'clock Wednesday morning November 3rd, and was opened with reading of the scripture and prayer.

The following is a roll of the members of the Committee, the Advisory members and the Business Committee. Those marked (*) were not present at any of the Sessions.
Committee:

Bishop Thomas Nicholson, Chairman
Mrs. John A. Allen
Rev. W. B. Anderson, D.D.
Rev. Joseph H. Appel, D.D.
Bishop James Cannon, Jr.
* Mrs. Frank Gaylord Cook
Rev. William Horace Day, D.D.
* Rev. T. H. Lewis, D.D.
* Rev. J. H. Mohorter, D.D.
Rev. S. L. Morris, D.D.
Rev. W. G. Parks, D.D.
Rev. H. F. Schlegel, D.D.
Rev. A. C. Siddall, D.D.
Mrs. May Leonard Woodruff

Advisory Members:

Rev. Alfred W. Anthony, D.D.
* Mrs. Fred Smith Bennett
* Rev. Donald J. Cowling, Ph. D.
Rev. William D. Merrill, D.D.
John R. Mott, L. L. D.
Rev. Frank Mason North, D.D.
Mrs. Henry W. Peabody
Mr. Robert E. Speer
Rev. C. R. Watson, D.D.

Business Committee:

Mr. James M. Speers
Mr. Raymond E. Fosdick

Mr. James M. Speers made a statement regarding the conference.

The Committee has asked into conference with its representatives of the Home Missions Council and the Women's Council for Home Missions. From these bodies there were present the following persons:

Dr. Paul DeSchweinitz	Mr. C. Wise
Miss Florence Quinlan	Dr. C. E. Schaeffer
Mr. William T. Demarest	Mrs. D. E. Wade
Dr. S. L. Morris	Rev. R. W. Roundy
Dr. Chas. L. Thompson	Dr. J. A. Marquis
Mrs. O. R. Judd	Mrs. F. W. Willcox

Bishop Nicholson made a statement suggesting a possible plan of federation of interdenominational agencies.

The Chairman then asked Dr. Anthony to call upon each representative present to express his or her opinion with reference to possible re-organization of the Interchurch World Movement.

(For general conclusions see Appendix).

Adjourned to meet at 2 P.M.

Wednesday Afternoon, Nov. 3rd.

The Committee re-convened at two o'clock, and was opened with prayer. Those called in conference for afternoon session were representatives from the Foreign Missions Conference and the Federation of Women's Boards for Foreign Missions. From these bodies the following persons were present:

Mr. F. P. Turner	Rev. F. W. Bible
Dr. J. H. Franklin	Dr. Paul DeSchweinitz
Rev. F. M. Potter	Dr. J. C. Robbins
Mrs. William Boyd	Mrs. J. Harvey Borton
Mrs. E. C. Cronk	Miss Eliza P. Cobb
Mrs. F. G. Cook	Miss Margaret E. Hodge
Mrs. Ward Platt	Miss Vernon Helliday

After a statement of the object of the conference, the Chairman asked Dr. DeSchweinitz, on behalf of the Foreign Mission Conference, and Mrs. Boyd, on behalf of the Women's Boards, to call the representatives present to express their personal opinion with reference to possible re-organization of the Interchurch World Movement.

(For general conclusions see Appendix).

At four o'clock the representatives from the Foreign Missions Conference and the Federation of Women's Boards for Foreign Missions withdrew.

The following persons from the Federal Council of Churches then came into conference with the Committee:

Dr. C. S. McFarland	Dr. W. I. Haven
Dr. H. B. Gross	Dr. F. H. Knubel
Mr. H. W. Jessup	Dr. J. A. Marquis
Dr. S. McC. Cavert	Dr. J. Ross Stevenson
Dr. C. D. Lawson	Mr. J. W. Glenn

After Dr. Anthony and Dr. Merrill, led the conference in prayer, the Chairman, having made a statement of the object of the conference, called upon Mr. Robert E. Speer to request representatives present for an expression of opinion regarding the possibility of re-organization of the Interchurch World Movement.

(For general conclusions see Appendix).

After a very general discussion, these representatives withdrew and the Committee adjourned to meet at eight P. M.

Wednesday Evening- Nov 3rd.

The Committee met at eight o'clock with representatives of the Council of Church Boards of Education. The following from that body were present:

Dr. E.P. Hill	Dr. Saul Micou
Dr. W.W. Harris	Mr. G.R. Baker

After a statement by the Chairman of the object of the conference each of those present was called upon to express a personal opinion with reference to the re-organization of the Interchurch World Movement.

(For general conclusions see Appendix).

The Committee adjourned to meet at ten o'clock on Thursday morning.

Thursday Morning, Nov 4th.

The Committee met at 10:30, and was opened with prayer.

There was a conference with a representative of the Protestant Episcopal Church. Bishop Thomas F. Gailor was present.

After a statement made by the Chairman, Bishop Gailor spoke with reference to the attitude of the Protestant Episcopal Church to the Interchurch World Movement.

(For general conclusions see Appendix).

A communication was received from the Federal Council of Churches announcing that they had appointed a committee to meet with this committee tonight, if so desired.

It was voted that the evening meeting be held at dinner at six o'clock, and that the committee from the Federal Council be invited to meet with us.

Adjourned to meet at two o'clock.

Thursday Afternoon, Nov 4th.

The Committee met at two o'clock, and was opened with prayer. This session was a conference with representative members of the Northern Baptist Convention. The following were present:

Mrs. Cornelius Wolfkin	Dr. John A. Moore
Dr. A.A. Shaw	Dr. Frank Smith
Dr. C.W. Petty	

The Chairman asked each of these, and other Baptists who were members of the Committee, to give personal opinions with reference to the re-organization of the Interchurch World Movement.

(For general conclusions see Appendix).

After this conference, Mr Speer suggested the following subjects to be discussed with the representatives of the Federal Council at the evening session,

and they were adopted:

1. What have we to contribute to a federation of agencies?
 1. The spirit and opportunity for larger cooperation.
 2. The Surveys.
 3. The M. E. M.
 4. The L. M. M.
 5. The properties of the Department of Slides and Graphics.

11. What is there to be secured that is not supplied by the Federal Council?
 1. More opportunities for common conference on the part of all of the churches.
 2. A better coordinating of the various cooperative agencies.
 3. A coordination of the promotive movements of the various bodies.
 4. Expansion in the plans of evangelism; an expression of the mind of the church; an expansion of recruit, education and stewardship.

It was agreed that when we adjourn at the night session, we adjourn to meet at nine o'clock on Friday morning.

Adjourned to meet at six p.m.

Thursday Evening, Nov 4th.

The Committee met at the Union League Club at six o'clock, as the guests of Mr. James M. Speers at dinner in conference with the representatives of the Federal Council. The following were present from the Federal Council:

Dr. J. A. Marquis
Dr. W. I. Haven
Dr. A. G. Lawson

Mr Robert E. Speer made a statement of the situation as it appeared from discussions in the various conferences with the Committee.

Following this statement there was a discussion participated in by Dr. Marquis, Dr. Haven, Dr. Lawson, Dr. Anghony, Dr. Merrill, Dr. North, Dr. Morris, and others.

Adjourned to meet at 9 o'clock on Friday.

Friday Morning, Nov 5th.

The Committee met at 9 o'clock, and was opened with prayer.

Mr Robert E. Speer and Mr James M. Speers were appointed a sub-committee on publicity.

A committee composed of Drs. Anderson, Apple and Day was appointed to make a brief statement of the results of the various conferences to be incorporated in the minutes.

The Chairman made a statement reviewing the discussion at the meeting on Thursday evening.

[It was moved that in bringing about the future conservation of the values of the Interchurch World Movement, we request the Federal Council to call a thoroughly representative ~~council~~^{conference} of the following agencies in the month of December if possible, or in early January, to work out the best plan for bringing about the most helpful working relationships and arrangements on their part: the agencies are:

The Federal Council of Churches of Christ in America
The Reorganization Committee of the Interchurch World Movement
The Home Missions Council
The Foreign Missions Conference
The Council of Women for Home Missions
The Federation of Women's Boards of Foreign Missions
The International Sunday School Association
The Council of Church Boards of Education,

mutually

the personnel program and all other arrangements of the conference to be determined by the chairman and general secretary (or other two officials) of each of the foregoing agencies in consultation.]

It was moved that the chairman and Mr. Robert E. Speer be appointed a committee to convey this request to the Federal Council.

After prayer, the Committee adjourned to meet the call of the Chairman.

W. B. Anderson
Secretary.

APPENDIX to Minutes of the Meeting of Reorganization Committee
of the Interchurch World Movement.

November 3-5, 1920.

The following are brief and very general conclusions drawn from the discussions in each of the conferences with representatives of denominations and of interdenominational bodies. These conclusions are drawn from the stenographic notes of expressions of personal opinion and from the general discussion in the conferences. It will be born in mind that those attending these conferences were expressing personal opinion and were in no way committing their organizations by these expressions.

Wednesday Morning.

The Home Missions Council and the Council of Women for Home Missions.

The ideals of the Interchurch World Movement must not be lost and the work begun by it must be carried forward. In order to attain this end, interdenominational organizations should be multiplied, but there should be a federation of those organizations already existing. There was a difference of opinion regarding the inclusion of the M E M, the S V M, the Y W and Y M C A's. The large majority of those speaking favored dropping the name of the Interchurch World Movement. In the proposed federation of present agencies, a large majority believed that the Federal Council of Churches in America should be made the controlling body, if the Federal Council should be so reconstructed as actually to take over the activities of the Interchurch World Movement.

Wednesday Afternoon.

Foreign Missions Conference and the Federation of Womens Boards of Foreign Missions.

The Interchurch World Movement has made large contributions to the cause of Foreign Missions, although at some points there has been lack of harmony. The ideals and assets of the Movement should be conserved and to this end steps should be taken immediately. These Foreign Missions

organizations would be able to assume responsibility for carrying forward the activities appropriate to them. The Foreign Missions Conference does not feel urgently the need of a body through which it would be coordinated with other bodies, yet it might agree to federate with interested bodies preferably under some other name than the Interchurch World Movement. It would not be wise to attempt to incorporate the present interdenominational bodies with the Federal Council of Churches; without reference to any other situation there are historic reasons and reasons of international affiliation that would make such an organization extremely difficult.

Wednesday Afternoon and Thursday Evening.

Federal Council of Churches.

The Federal Council of Churches has had confidence in the Interchurch World Movement and has striven to act sympathetically and helpfully with it, but it does not appear that it would be wise to continue the Interchurch World Movement in its present form. The fact of the existence of the Federal Council is proof of the need of a body to confederate the various agencies and activities of the churches, but it is not believed that there is need for two such bodies. The Federal Council is a representative body, particularly organized to carry on the activities that are being promoted by the Interchurch World Movement, and has plans to undertake the extension of its present activities. In the past, the activities of the Federal Council have been somewhat modified by its deliberate attempt not to undertake work lying within the spheres of various correlated agencies. It is believed that the Federal Council is prepared so to modify its organization as to carry forward its activities when funds are at hand to care for the expense. It is also believed that the Federal Council would welcome any suggestions with reference to changes in its organization necessary to the successful carrying forward of these activities.

Wednesday Evening.

Council of Church Boards of Education.

The Interchurch World Movement has made to the cause of education much greater contributions than could have been made by any denominational agency. Particular values resulted from the united appeal and from united efforts in recruiting. The reaction of this on the student body was markedly beneficial. The Council of Church Boards should be able to undertake many of the activities appropriate to it. There should be a federation of interdenominational activities which should not be incorporated in the Federal Council, without reorganization of that body.

Thursday Morning.

Protestant Episcopal Church.

There was confidence expressed that the Interchurch World Movement had rendered large service to the churches, particularly in the conduct of the surveys and in broadening the vision of the churches. The Movement was officially endorsed by some, at least, of the leaders of the Protestant Episcopal Church. The Church should be quite willing to contribute to the expenses of the Movement. It should be hoped that the Movement might succeed after reorganization.

Thursday Afternoon.

Northern Baptist Convention.

The Baptists acknowledge many benefits derived from the Interchurch World Movement. The readiness of the denomination to participate in a cooperative way is indicated by their having voted \$60,000 towards cooperative work. It is believed that there should be found some coordinating body which should be exceedingly simple in organization, and which should avoid the names "Interchurch" and "United". The Federal Council should be so modified as to enable it to become the coordinating body.

John D. Rockefeller.

RECEIVED
The Eyrle
Seal Harbor, Maine

SEP 18 1920

Mr. Speer

105

September 14th, 1920.

Dear Dr. Speer:-

I have your letter of September 2nd and thank you for the two books which you have so kindly had sent me. The copies of the galley proof of the Report on Unity have not as yet arrived. I shall greatly enjoy reading this literature at my early convenience.

My New York office will send you within a few days Dr. Cory's reply to the questions which I asked him in regard to his memorandum of which you already have a copy.

I have asked Mr. Starr J. Murphy of our office to give consideration to this whole question, to talk with Dr. Cory and to talk with you if you are willing and ready to express your views on the subject. My thought is that in this way Mr. Murphy can get the subject somewhat in mind so that when I come to town a few weeks later, we can more quickly reach a conclusion as to what if anything it is desirable to do.

I value highly your judgment in this matter and shall greatly appreciate such opinions or suggestions as you may feel free to make to Mr. Murphy, with whom you can talk as frankly as with me.

With cordial regards and thanking you for remembering John and Nelson, to whom I will give your message as well as to Mrs. Rockefeller, I am

Dr. Robert E. Speer
156 Fifth Avenue

Very sincerely,
John D. Rockefeller, Jr.

Memo from Messrs. Cory, Diffendorfer and Poling to

John D. Rockefeller, Jr.

Believing that Jesus Christ has the only solution for the world's problems and the only healing for the world's ills, believing that the organized Christian Church may become the most effective agent through which the constructive ideals of Jesus may be realized; believing that only through cooperation and united effort can the program of Jesus become thoroughly effective, and in view of the present world situation and the present status of Protestant cooperation, we suggest that the following lines of investigation and consequent activity be made possible.

1. A study of the possibilities of Christian cooperation in the existent agencies and institutions throughout the world.
2. A thorough study of the religious life of typical communities including forms of cooperation, the effects of over-churching, the unevangelized and unchurched groups, with a view of establishing experiments in community religious education and community service through the churches.
3. An investigation of the needs, limitations and possibilities of the Christian agencies, institutions and enterprises in other lands.
4. To find and reveal ways and means for adequately financing the Christian cooperative and union institutions and movements throughout the world. This is imperative in view of the fact that the present system for gathering necessary funds makes impracticable a direct appeal.
5. To discover the men and women and forces that stand for Christian cooperation.
6. To make the results of the above outlined activities available to all concerned and to publish from time to time such reports as may be found desirable. While not in immediate prospect, eventually this may result in conference of Christian leaders in community, county, state or nation and world-wide.
7. To be scientific, unprejudiced and successful, such an effort must:
 - A. Begin modestly, establish itself thoroughly and move forward progressively.
 - B. Proceed independently, that is, free of ecclesiastical limitation and supervision.
 - C. Be under the supervision of a small, carefully selected thoroughly competent and sympathetic committee.
 - D. The results of the above outlined activities will determine from time to time what any future organization may be.

2. As not make any mention. agree - but not that they expect to see out a number of years
3. Has other cooperation - not a Com to establish it
4. Has other reports that central, especially.
1. Has a promoter here - about Nicholas Com. here
5. Has some in D.C. West. have you the 3 paper body
6. What other will have you for financial of better financial. Any. for when they the to be financial of the church.

Other a list copy, under Webster. Webster, Mass.
 Canton, Wilson, Wash, Boston, Prison
 Miami, Fla. Bay.

6. Get the right copy. of right - then -
 put the paper back so it
 has to come Cooper hand

Mr. Robert E. Speer,
 156 Fifth Avenue,
 New York City.

COMMITTEE ON COOPERATION
 IN LATIN AMERICA
 ROOM 1923 25 MADISON AVENUE
 NEW YORK CITY, N. Y.

[Handwritten signature]